



CorrValues

RFP Response for:  
**COMPREHENSIVE INMATE MEDICAL, MENTAL AND  
ANCILLARY HEALTHCARE SERVICES  
Rio Arriba County Adult Detention  
Center**

**RFP #: 2016-001**

**November 20, 2015**

**Developed and Offered by:**

***CorrValues, LLC***

***4414 Martindale***

***Cascade, CO 80809***

***Dr. David Stephens, President and Co-Founder***

***Elizabeth Mitchell, Executive Vice President and Co-Founder***



## Proposal for Rio Arriba County, New Mexico

### PROGRAM OVERVIEW:

*CorrValues* is committed to providing quality, professional and comprehensive programs and services in a way that is unlike any other correctional healthcare company or hospital provider of healthcare services in a correctional environment. Our foundation is built on being a cost-effective service provider who recognizes and addresses the need for balance in correctional healthcare between cost, quality and risk management. None of these factors can be addressed in isolation, and *CorrValues* will deliver a healthcare program for the Rio Arriba County Detention Center that increases quality, reduces risk, and reduces cost.

### WE ARE EXPERTS IN:

- ✓ Correctional Health Care
- ✓ Correctional Mental Health Care
- ✓ Hospital Care
- ✓ Medical Policy and Procedures
- ✓ Quality Assurance/CQI
- ✓ Electronic Medical Records
- ✓ Re-entry



Our approach to correctional healthcare is unique and is based on our 25 years of correctional health and mental health care experience. We will provide our Correctional Health Care System, which will be described throughout the rest of this proposal, but is based on the jail health care staff being employees of Rio Arriba County Detention facility, and yet all recruiting, administrative processes, training, pharmaceuticals, electronic medical records are supervised and provided by *CorrValues*.



## Proposal for Rio Arriba County, New Mexico

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- **Maintained 95% or greater staffing levels in rural OH and WY contracts and agencies**

### **MANDATORY ITEMS TO BE INCLUDED IN THE PROPOSAL**

1. CorrValues has an understanding of the required services and provides its description of how they will be implemented at the Rio Arriba County Detention Center below, and throughout this RFP response.
2. A description of our firm is included above. We have not provided services in New Mexico beyond an assessment of the health care services being provided at the Rio Arriba County Detention Center, but have extensive experience providing inmate health care services as noted above.
3. Our plan for the required services is described below.

### **MINIMUM QUALIFICATIONS**

#### **Standard Operating Procedures:**

CorrValues operates SOPs that meet or exceed each of the following:

1. National Commission on Correctional Healthcare (NCCHC) Standards for Health Services in Jails
2. American Correctional Association (ACA) Standards
3. Centers for Medicaid/Medicare Medical Services
4. Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
5. State of New Mexico Jail Standards

The Policy and Procedures, and Standard Operating Procedures (SOP'S) have been prepared over time by the Executive Vice President of Operations for CorrValues, and are the exclusive property of CorrValues. They have already been surveyed and found to meet Medicaid and Medicare standards, and NCCHC and ACA standards, which mirror Joint Commission, Medicare and Medicaid standards of care. This is important as the healthcare industry considers the many ramifications of the Affordable Care Act. The Policy and Procedures are reviewed at least annually, with authentication sheets by the Medical Director/Nurse Practitioner to document ongoing compliance with changes in medical care standards.





## Proposal for Rio Arriba County, New Mexico

CorrValues has extensive experience recruiting, hiring and retaining health care professionals in correctional environments. We will actively recruit health care professionals within Rio Arriba County, as well as in neighboring counties in New Mexico as needed. We expect to be able to staff the facility as required for quality care and for this RFP from the local area, but will ensure we recruit and hire staff members to meet all RFP services throughout the term of this contract. As noted above, we have maintained greater than 95% staffing of contracts and government facilities in rural areas in New Mexico, Colorado and Wyoming, meaning we know how to recruit, hire and retain staff in the southwest area of the United States generally, and New Mexico specifically. We will describe our recruiting practices in an addendum to this RFP, so our proprietary information can be preserved and remains confidential.

### CORRVALUES RECRUITING EXPERTISE:

- ✓ All positions filled
- ✓ Hire the best person for the job
- ✓ Train and support new hires so they stay on the job

### Central Office Support/Corporate Structure:

We have extensive experience providing correctional health care for state DOC systems, DOC facilities and County Jails. In fact, our level of experience and expertise is unmatched by any other company. Included in this experience is the following:

- ✓ Health Care Administrator for State of OH DOC
- ✓ Health Care Administrator for State of WY DOC
- ✓ Chief of Behavioral Health for State of CO DOC
- ✓ Director of Mental Health for State of WY DOC
- ✓ Director of Mental Health for State of Missouri DOC
- ✓ Director of Mental Health for 27 County Jails in 13 states (ADP from under 100 to over 3,000)
- ✓ CCHP Surveyor – NCCHC
- ✓ Currently writing curriculum for NCCHC grant with NIC on, “Planning and Implementing Effective Mental Health Services in Jails”
- ✓ 100% Success in Obtaining and Maintaining NCCHC Accreditation in Jails and Prisons
- ✓ Member of Task Force and Subcommittee that developed and maintains the NCCHC CCHP Mental Health Certification





## Proposal for Rio Arriba County, New Mexico

### CorrValues Staffing Plan:

Staff Credential	Daily Hours	Days per week	Total Hours by Position
Physician	5	4	20
Psychiatrist	4	1	4
RN – HSA	7 AM – 4 PM	Monday – Friday	40 (1 person)
RN – Staff Nurse	12 PM – 9 pm	Monday – Friday	40 (1 person)
LPN	6 PM – 10 PM	Sunday– Saturday	28 (May be 2 individuals)
LPN	12 AM – 7 AM	Mon-Wed-Fri	21 (1 individual)
Licensed Mental Health Professional	4	4	16

CorrValues believes that it is in the best interest of Rio Arriba County Detention Center for you to ultimately hire all health care staff members, and have them clinically supervised and managed by CorrValues. This process will involve a dual matrix supervision model, as described below. At the same time, we understand that it may not be possible to begin the contract in that manner. As a result, we propose to work with Mr. DeYapp and Rio Arriba County to transition the above positions to Rio Arriba County employees, while either having Rio Arriba County hire the medical staff as contract employees, or us hiring staff as employees of CorrValues, LLC for the first year of the contract.

The dual matrix supervision model is employed at hospitals, jails and prisons throughout the United States to great effect. Essentially, it requires clinical supervision from health care professionals, and administrative supervision from, in this case, county employees. In the Rio Arriba County Detention Center, Mr. DeYapp would designate an administrator within the facility to supervise the health care staff from a facility/administrative perspective. CorrValues would supervise the health care staff from a clinical/health care perspective. CorrValues would recommend and approve all health care staff hires from the clinical/health care perspective, with the final hiring decision remaining with detention center administrators. The same process would



## Proposal for Rio Arriba County, New Mexico

and maintain them, Risk Management processes and procedures, Utilization Management, staff supervision and other processes. We will monitor the performance of the HSA, and ensure that all health care functions in the jail are being conducted in a quality and cost-effective manner.

### C. ON-CALL AVAILABILITY

We understand that Physician, Health Care Administrator and Mental Health Professional on-call is for emergent needs and medical staff and jail staff assistance. Our on-call staff will be available 24 hours per day, 7 days per week, 365 days per year.

#### **VALUE ADDED SERVICES:**

- ❖ **Mental Health Staff On Call**
- ❖ **Monitoring of On-Call Usage**
- ❖ **Development of Action Plans to Limit Emergencies in the Facility**
- ❖ **Jail Administration receives Monitoring reports and Action Plans on a monthly basis**

In addition to having on-call availability, CorrValues understands that high quality care prevents the occurrence of emergencies and limits the need for utilization of the on-call system. We will maintain records of all on-call utilization and the outcome of those on-call services, and develop Action Plans to ensure that needing on-call services is a rare event, meaning there are few emergencies or emergent needs for assistance in the jail, and that it is running smoothly.

### D. NURSE SERVICES

CorrValues will address the issues of intake/booking screening and assessments, sick call, triaging medical requests, coordination of off-site services, management of medications and pill pass and records management in the following ways:

## Proposal for Rio Arriba County, New Mexico

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CorrValues' Quality Management/CQI processes include continual review of the inmate sick call and medical request/triage system on a monthly basis to ensure this system is functioning appropriately. A poorly functioning sick call and medical request/triage system will result in poor care, increased emergencies and poor inmate health, higher risk to the inmate and the facility and increased cost to the facility. As a result, these systems are highly scrutinized by CorrValues to ensure they are functioning at an optimal level.

Off-Site Referrals. As the services in house are expanded, the need to refer patients outside of the jail will decrease and staff will be trained and become efficient in providing services in the jail. Inmates will be referred off-site based on needs which cannot be addressed in the jail to ensure appropriate treatment, inmate safety and reduce any possibility of lack of effective and timely treatment for the inmate.

The cost of treatment will decrease significantly based on a reduction in the utilization of off-site services and in the reduction of use of transport officers. It is anticipated we will reduce the overtime utilization of security officers. A unit of cost for a unit of service will be reduced in accordance with this functioning.

Medication Administration. Medications will be dispensed per doctor's orders. BID (two times per day) administration is the preferred method, and will be discussed with the medical doctor/nurse practitioner. The final decision is the responsibility of the physician and is usually based on the half life of the medication. When TID (three times per day) administration of medications is required, arrangements will be made to dispense the additional medications.

Nursing staff in accordance with the medication administration policy and procedure will dispense all medications. Nursing staff will be trained and educated on how to administer drugs, and the administration of medications will be documented on the Medication Administration Record (MAR), which will be maintained for each inmate. Nurses will be trained to ensure that the inmate swallows the medication and does not "cheek" the medication, thus becoming a risk in terms of liability, due to issues such as suicide or sale of the drugs. Medication administration processes are part of our QA/RM plan, and will be monitored within that plan on a regular basis.



## Proposal for Rio Arriba County, New Mexico

appropriate documentation in the clinical record and will be monitored as part of the Quality Assurance/Risk Management program and plan to ensure effective treatment and cost containment. No inmate's medication will be changed or administered based on cost only. Every inmate admitted to the facility will have their medication regimen evaluated to ensure appropriate utilization of medications, which is particularly important due to those who are drug-seeking or may have been seeing numerous doctors in the community. The mental health needs of inmates are important, and we will assess and monitor each inmate who has a history or current diagnosis of a mental illness to determine the most appropriate treatment. In some cases, an inmate's mental health needs can be met appropriately without medication, while in other cases they will need to continue on their medication in order to remain stable while in the jail.

### F. UTILIZATION MANAGEMENT

CorrValues conducts Utilization Management on an ongoing basis as part of our normal operations. This includes establishing reimbursement rates and billing for off-site services, claims management of those services, reviewing the cost of those services, reviewing the appropriateness of inmates who have been sent off-site for care, all as a way of ensuring inmates are receiving appropriate care and that the jail is not paying any more than it has to for off-site services.

#### **VALUE ADDED SERVICES:**

- ❖ **Disaster Drill Training**
- ❖ **Health Care Emergency Preparedness Assessment**

We will provide monthly UM reports to the Governing Body/Jail Administration that identify all issues discussed above, and include an Action Plan to reduce costs or utilization of off-site services where those are excessive and outside the bounds of what is required for appropriate inmate care.

### G. NON EMERGENCY AND EMERGENCY MEDICAL CARE



## Proposal for Rio Arriba County, New Mexico

The other alternative would be for the County to identify and purchase an EMR system directly, and again, the County would retain ownership of the system and the records should we leave. We would have Elizabeth Mitchell and Dr. Stephens fully involved in the discussion process and in the development of the system. Additionally, the customized Policy and Procedures or SOP's that were developed by us would remain with the facility but may not be shared with other facilities and remain the proprietary information of CV.

As noted above, we will assist you in the development or selection of an EMR system and the development, training and implementation of the system, preferably in year two or later of the contract. Unlike other vendor systems or correctional healthcare companies, should the contract be terminated with CorrValues, the County would retain ownership of the EMR system and the inmate medical records. Other companies who own their own medical records systems leave the client with "read only" records, which require scanning of all the records into another system or another method of handling medical records. The EMR system selected will comply with all federal, state, local, and accrediting requirements by ensuring adequate firewalls, encryption and policies and procedures that address HIPAA regulations for training of staff who have access to the records.

Current paper records will be maintained as volumes of the inmate record, with a current medical overview in the new system. The new system will continue as additional volumes of the patient record. The paper records will be maintained in storage in organized, alphabetized record storage boxes for a minimum of 10 years.

### J. MENTAL HEALTH SERVICES

#### **VALUE ADDED SERVICE:**

- ❖ **National expert in jail mental health oversees jail mental health program**
- ❖ **Psychiatrist included in Mental Health Program**

CorrValues will work with the Detention Facility to hire a licensed, mental health professional to work in the jail 16 hours per week, and will also hire a psychiatrist for 4 hours per week. As is the case with all positions, this would be a county employee position with joint supervision by



## Proposal for Rio Arriba County, New Mexico

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- Reason for admission to chronic care
- Psychiatric evaluation
- Substantiated diagnosis
- Segregation monitoring
- Treatment Plan with short and long-term goals
- Individual Treatment
- Group Treatment
- Treatment for Trauma as appropriate and available
- Integrated Treatment for Mental Health and Substance Abuse issues
- Initial and regular treatment team meetings
- Specific treatment modalities
- Progress notes
- Coordinated care with local providers

We will provide individual and group interventions for inmates who are experiencing symptoms or episodes of depression, psychosis, chemical dependency or other mental health issues. We will encourage inmates to learn skills to manage symptoms of mental health and chemical dependency (co-occurring disorders) at the same time, and will help them better understand how the two relate to each other. Homework assignments and other interventions will be provided that help inmates improve their mental health.

### K. DENTAL SERVICES

We will ensure that dental evaluations, screenings and hygiene instructions are provided to inmates via mobile dental services, unless the jail would prefer that we identify a dentist and hygienist who can provide services at the jail on a contract basis. We are aware of several mobile dental service providers and will identify a provider who can work at the facility and provide all necessary dental services.

The services will be provided one time per month, for 8 hours at a time, for a total of 8 hours of dental services per month. Referrals for off-site dental care will be managed by the HSA and our UM processes.

We will ensure that all inmates who are in the jail for a year or more will receive dental cleanings.





## Proposal for Rio Arriba County, New Mexico

check bi-annually, which will be accomplished through the jail since staff will be jail employees. Any subcontractors will be professionally licensed and pass a background check before being allowed to work in the facility. We will provide training to any subcontractor staff on facility rules, expectations, operations, and all aspects of CorrValues operations and expectations.

### P. STANDARDS

CorrValues maintains the highest level of ethical, professional and clinical standards in all of our operations and processes. Our expectation is that all our corporate business and staff members meet or exceed all relevant accrediting standards (NCCHC, ACA, Joint Commission, Medicaid/Medicare, etc.)

### Q. TRAINING TO DETENTION ADMINISTRATION, FACILITY AND HEALTH CARE STAFF

#### **VALUE ADDED SERVICES:**

- ❖ Customized online training
- ❖ 6 Minute Training Modules for custody/detention and health care staff
- ❖ Up to 10 6 minute Training Modules provided as part of original contract

CorrValues has a training program and capabilities that are unmatched by any other correctional healthcare provider. We will provide customized, in-person and online training curriculum to the Rio Arriba County Detention Administration, facility staff and healthcare staff. We will develop, as part of our initial contract, up to 10, 6-minute online training modules on topics such as Mental Health in Jail, Suicide Prevention, Basic Healthcare, Dental Hygiene, and others.

In addition, we will provide in-person trainings on the topics of your choice as part of our contract with you. We will provide up to 3 in-person training sessions annually as a part of our contract at no additional expense to the County.

### R. TUBERCULIN (TB) TESTING FOR STAFF



## Proposal for Rio Arriba County, New Mexico

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Dr. Stephens has regularly presented at *National Commission on Correctional Healthcare (NCCHC)* National Conferences and Mental Health Conferences for many years, and was a keynote speaker on prisoner re-entry at the state of Washington's Annual Behavioral Healthcare Conference in 2012. He was an invited presenter on the relationship between trauma and correctional mental health issues at the inaugural University of Phoenix Research Symposium in Colorado Springs, CO in 2012. He has published a chapter on behavioral health and co-occurring disorders in the textbook, "*Correctional Mental Health: From Theory to Best Practice*" and has published a number of articles in correctional magazines and online websites.

Dr. Stephens is currently involved in several local, state and national level projects related to correctional mental health. He is working on an NCCHC task force related to mental health and a National Institute of Corrections funded project on secondary and vicarious trauma experienced by correctional professionals. In his work as Dean of the School of Professional Psychology at University of the Rockies (an accredited graduate school of psychology), he has developed and implemented a Concentration in Correctional Mental Health in the University's clinical psychology doctoral program. He is currently supervising several doctoral level practicum students and interns as part of this doctoral concentration. Dr. Stephens is currently working with a local Judge and attorney to develop and implement a Mental Health Court in El Paso County, Colorado. He clinically supervises the Director of Mental Health for a state Department of Corrections and is consulting with a Montana state women's prison on developing their mental health programs. Dr. Stephens co-founded *CorrValues* with Ms. Schrickel-Mitchell and currently serves as its President.

### Elizabeth Mitchell, MHA, Executive Vice-President and Co-Founder of CorrValues

Edie (E.D.) Schrickel-Mitchell holds a Master's degree in Healthcare Administration and served as the CEO/COO of three for-profit hospitals, in which she had oversight of the renovation/construction of the facilities and construction meetings. She was the State Healthcare Administrator and Deputy Warden of Special Services for over nine years for the Ohio Department of Adult Prisons, working with Director Reginald Wilkinson and the current Director Gary Mohr. As the Healthcare Administrator for the Corrections Medical Center, she operated a 168-bed facility providing inpatient care for 112 acute care and 56 long-term care patients. Ms. Schrickel-Mitchell operated an outpatient clinic staffed with



## Proposal for Rio Arriba County, New Mexico

	<u>education modules</u>		
<u>Management Expenses</u>	<u>Liability insurance, office space and equipment, website maintenance, marketing, supplies, electronic equipment, tax, etc.</u>	<u>\$124,000.00</u>	<u>\$31,000.00</u>
<u>Staff Salaries</u>	<u>Estimated "pass through" cost for all positions</u>	<u>\$250,000</u>	<u>\$62,500.00</u>
<u>Grand Total:</u>		<u>\$593,000.00</u>	<u>\$148,250.00</u>

\*Pharmacy cost will be a "pass through" cost, meaning that we will bill Rio Arriba County for actual pharmacy cost, so this is an estimated number. This is significant since most private correctional health care companies add significant margins to medication costs.

It should be noted that the cost of staffing is the responsibility of the Rio Arriba County Detention Facility, since in our proposal all health care employees will become County Detention Facility Employees. In the first year, we propose that the salary either be paid directly to the medical staff on a contract basis by Rio Arriba County, or that Rio Arriba pay CorrValues on a monthly basis for staff salaries and this expense be a "pass through" expense to Rio Arriba County, meaning we would agree with the County on a salary or compensation, and then the County would provide the funding for those salaries. Based on the staffing requirements in the RFP, it is estimated that the County would spend approximately \$250,000 on a total of approximately 5.6 FTE staff members for the first year.

**COST PROPOSAL FOR MENTAL HEALTH SERVICES ONLY:**

<u>SERVICE</u>	<u>COMMENTS</u>	<u>ANNUAL COST</u>	<u>ESTIMATED QUARTERLY COST</u>
<u>Mental Health Staff Psychiatrist or Psychiatric NP</u>	<u>Psychiatrist/Psychiatric NP @ 4 hrs/week</u>	<u>\$25,000.00</u>	<u>\$6,250.00</u>
<u>Licensed Mental Health Professional</u>	<u>Licensed MHP @ 16 hours/week</u>	<u>\$25,160.00</u>	<u>\$6,290.00</u>
<u>Equipment</u>	<u>Upon receipt and evaluation of an equipment list, this amount may be reduced</u>	<u>\$2,000.00</u>	<u>\$500.00</u>
<u>Corporate Visits</u>	<u>Travel, room and board at government rates</u>	<u>\$16,000.00</u>	<u>\$4,000.00</u>
<u>Administrative Staffing</u>	<u>Includes support of Elizabeth Mitchell and Dr. Stephens</u>	<u>\$30,000.00</u>	<u>\$7,500.00</u>
<u>Patient/Staff Education*</u>	<u>Includes development, production and delivery of education modules</u>	<u>\$10,000.00</u>	<u>\$2,500.00</u>
<u>Management Expenses</u>	<u>Liability insurance, office</u>	<u>\$35,000.00</u>	<u>\$8,750.00</u>





## Proposal for Rio Arriba County, New Mexico

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**Dr. David Stephens**

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### **SUMMARY OF QUALIFICATIONS AND EXPERIENCE**

Dr. Stephens is an expert in all aspects of correctional behavioral health, including the provision of mental health services in jails and prisons. He is sought after nationally and internationally to develop mental health programs and services for correctional facilities, systems and related agencies. He was recruited to serve on the National Commission on Correctional Health Care Task Force and now Subcommittee for developing their national certification for correctional mental health providers; to be on the Editorial Board of the Journal of Correctional Healthcare; and by the country of Estonia's Prison Training Department to help them develop the correctional psychology program in their national prison system. Estonia has recently requested that he come and train their staff on correctional psychology.

Dr. Stephens was selected by the National Commission on Correctional Healthcare to write the curriculum for a grant with the National Institute of Corrections on "Planning and Implementing Effective Mental Health Services in Jails," and has completed that curriculum. He was selected from a group of experts by the Major County Sheriff's Association to be the Subject Matter Expert for a Community Oriented Policing Grant on "Reducing the Arrest and Incarceration of the Mentally Ill" among the MCSA member facilities.

He is a transformational leader in Departments of Correction and jails. He has been the Director or Chief of Mental/Behavioral Health for 3 statewide prison systems (Wyoming, Missouri and Colorado). In those positions he has had responsibility for psychiatric, sexual offender, substance abuse and mental health services for the state Departments of Correction. As Director of Mental Health for the Wyoming Department of Corrections he was instrumental in helping them sunset their settlement agreement with the United States Department of Justice. As Director or Chief of Mental/Behavioral Health for both the



## Proposal for Rio Arriba County, New Mexico

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become psychologists who are prepared to work in correctional facilities, and to conduct competency and other forensic evaluations. The Sport Neuroperformance Concentration trains students to become psychologists who are prepared to conduct neuropsychological evaluations of athletes who have suffered concussions or other Traumatic Brain Injuries (TBI), as well as to provide cognitive rehabilitation and support athletes in their return to competition.

### **Courses Taught:**

**PSY 7480 Neuropsychology (Doctoral Course)**

**PSY 8310 Correctional Mental Health (Doctoral Course)**

**PSY 8910 Dissertation Planning I (Doctoral Course)**

**PSY 8912 Dissertation Planning II (Doctoral Course)**

**Dissertation Chair: 3 Committees**

**Dissertation Committee Member: 5 Committees**

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### **EL PASO COUNTY COLORADO MENTAL HEALTH AND DRUG COURTS 2012-Present**

Dr. Stephens helped develop and implement the Mental Health Court in El Paso County, Colorado. He contributed to developing Policy and Procedures, participated in a grant to visit the Mental Health Court in St. Paul, MN as part of the Mental Health Court start up, and was on the Clinical Team, providing guidance and clinical services to Mental Health Court clients.

He was recruited to provide services for co-occurring disorders to the Drug Court in 2012. Many of the Drug Court participants have co-occurring disorders and were not proceeding appropriately, or successfully completing the program, due to the presence of a mental illness along with an addiction to alcohol and/or drugs. These services included providing psychological assessments and group and individual therapy to Drug Court participants who have a co-occurring disorder.



## Proposal for Rio Arriba County, New Mexico

He also provided a pre-audit review of all mental health services for the Travis County Jail (Austin, TX), and prepared a detailed report to assist them in their efforts to become NCCHC accredited.

- Oversight of all aspects of mental health care for 37 facilities in 11 states
- Directly involved in obtaining 9 new contracts that increased total company annual revenue by 20% during 2009-2010.
- Reviewed contract and revised processes for a large Colorado metropolitan jail that resulted in transformation from a \$5000/month loss to being profitable with no decrease in services provided or quality
- Obtained/maintained NCCHC accreditation in all sites surveyed with no mental health deficiencies identified
- Oversaw start up process for contracts with 9 county jails in a 12 month period
- Oversaw Reintegration/Re-entry Program that received an award for Program of the Year by the National Association of Counties
- Developed and implemented Re-entry program in a metropolitan Denver jail that resulted in a 5% recidivism rate, compared to a traditional 50-75% recidivism rate in the jail.
- Implemented Re-entry process and Recovery Plan across the company that resulted in dramatic reduction in recidivism rates (0% recidivism over six months for inmates that completed the Plan).
- Completed comprehensive review of services in a large metropolitan Texas jail for NCCHC accreditation, resulting in a contract with the jail for obtaining NCCHC accreditation.
- Invited presenter at the Ft. Bend County (Texas) Criminal Justice/Mental Health Initiative Seminar

### STATE OF COLORADO

**2008-2011**

#### **Chief of Behavioral Health Services**

**2008-2009**

As Chief of Behavioral Health Services for the Colorado Department of Corrections (CDOC), Dr. Stephens was responsible for all aspects of mental health, substance abuse, sexual offender and psychiatric services and programming at the state's 25 prison facilities, which have a combined current offender population of over 22,000. He actively worked with the CDOC Senior Management, Clinical Services staff, Wardens, and custody control staff to ensure that quality, integrated, correctional behavioral health care is delivered to each facility and that the services conformed to all American Correctional Association (ACA) and United States Department of Justice (USDOJ) standards. Accomplishments include:

- Oversight of all aspects of behavioral health services for the state of Colorado's prison system. This includes responsibility for mental health, drug and alcohol, sexual offender, and psychiatric services. Job duties include hiring and supervision of senior management staff, program development, the CQI process, and maintaining ACA accreditation at all state facilities.





## Proposal for Rio Arriba County, New Mexico

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staff, program development, the CQI process, and maintaining NCCHC accreditation at all facilities.

- Achieved successful NCCHC re-accreditation of all MDOC facilities surveyed during tenure in Missouri.
- Achieved implementation of monitoring system for subcontractor for mental health services, which resulted in transitioning of mental health services from subcontractor to direct provision of services by CMS. This resulted in improved quality of care and greater degree of cooperation between medical and mental health services staff.
- Directly responsible for successful transition of 158 mental health staff members from subcontractor employees to CMS direct employees. This transition was accomplished with less than 2 percent turnover of staff. Utilized Change Management principles to accomplish the transition.
- Directly responsible for reducing staff vacancy percentage from a historic average of approximately 10-15% to the maintenance of approximately a 5% vacancy percentage.

### **CMS Mental Health Consultant, Idaho Department of Correction**

**Spring, 2006**

- Assessed provision of services in the “residential” mental health program at Idaho Maximum Security Institution (IMSI).
- Developed plan to address areas of deficiency in mental health program
- Revised program level system, resulting in consistent review of inmate progress and appropriate movement in the level system based on clinical progress and appropriate behavior
- Programmatic changes contributed to successful NCCHC re-accreditation of the IMSI facility

### **Regional Mental Health Director, State of Wyoming**

**2002–2005**

- Achieved successful NCCHC re-accreditation of mental health services at all WDOC facilities with no deficiencies noted.
- Achieved successful audit and “sunsetting” of mental health portion of the USDOJ’s Settlement Agreement with the state of Wyoming.
- Achieved universally positive audits of mental health services at all WDOC facilities from Consultants in Correctional Care (headed by NCCHC founders Bernard Harrison and Jaye Anno).

### **OTHER RELEVANT EXPERIENCE**

#### **National and Statewide Activities**

**2000–Present**



## Proposal for Rio Arriba County, New Mexico

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**Private Practice, Denver, CO**

**1992 – 1994**

**Lost and Found, Inc., Lakewood, CO**

**1989 – 1992**

- Program Manager, Day Treatment Program, 1990 – 1992
- Program Manager, DUI Program, 1990 – 1992
- On-line Counselor, 1989 – 1990

### **RESEARCH EXPERIENCE:**

**National Commission on Correctional Healthcare**

**2013 – Present**

Editorial Board Member, Journal of Correctional Healthcare

**Colorado Department of Corrections**

**2008 – 2009**

National Institute of Justice Grant Number: 2006-IJ-CS-0015

“One Year Longitudinal Study of the Psychological Effects of Administrative Segregation”

**National Jewish Center, Denver, CO**

**1995 – 1996**

“Information Processing in Chronic Fatigue Syndrome: A Preliminary Investigation of Suggestibility”

### **GRANTS:**

**Major County Sheriff’s Association**

**2015-2016**

Community Oriented Policing Grant

“Identification of Programs of Major County Sheriff’s Association Members Designed to Reduce Arrest and/or Incarceration of The Mentally Ill”

**National Commission on Correctional Healthcare Grant with the**

**2013-2015**

## Proposal for Rio Arriba County, New Mexico

### Publications

- Mears, F.G. and Stephens, D.J. (2013) (in press). Mental Health and Psychopathology in the Workplace. University of the Rockies Press.
- Stephens, D.J. (2012). Suicide Prevention in Corrections: The Shawshank Effect. Article published on corrections.com e-magazine
- Stephens, D.J. (2012). Suicide Prevention in Corrections: Familiarity Breeds Contempt. Article published on corrections.com e-magazine
- Stephens, D.J. (2012). Suicide Prevention in Corrections: Familiarity Breeds Contempt. Newsletter of the Texas Jail Commission Standards (reprinted by permission from Corrections.com e-magazine)
- Stephens, D.J. (2011). Substance Abusers and Dually Diagnosed Offenders. In T.J. Fagan & R.K. Ax (Eds.), Correctional Mental Health: From Theory to Best Practice. Thousand Oaks: Sage Publications.
- Stephens, D.J. (2010). Correctional Mental Health: Effect on Inmates, Effect on Facilities. In California Sheriff, 25(2), pp. 16-19.
- Stephens, D.J. (2008). Contributor to Standards for Mental Health Services in Correctional Facilities. Chicago: National Commission on Correctional Healthcare.
- Stephens, D.J. (1992). Addiction. In D. Stafford (Ed.), Broken Dreams: A Clergy Manual for Dealing with Domestic Violence. Denver: Heritage Publications

### Editorial Experience (2010 – Present)

- Journal of Correctional Healthcare. Editorial Board member.
- Journal of Correctional Healthcare. Peer reviewer of articles submitted on all aspects of correctional mental health.
- Journal of Forensic Psychology. Peer reviewer of articles submitted on all aspects of correctional mental health.

### EDUCATION

<b>Psy.D.</b>	<b>Clinical Psychology, University of Denver, Denver, CO</b>	<b>1997</b>
<b>M.A.</b>	<b>Counseling Psychology, Denver Seminary, Denver, CO</b>	<b>1989</b>
<b>B.S.</b>	<b>Psychology, John Brown University, Siloam Springs, AR</b>	<b>1985</b>

### PROFESSIONAL LICENSURE/AFFILIATIONS

**Wyoming Licensed Psychologist #: 393 (Current)**

**Colorado Licensed Psychologist #: 2411 (Current)**





## Proposal for Rio Arriba County, New Mexico

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**Elizabeth D. Schrickei-Mitchell**

**Elizabeth D. Schrickei-Mitchell, M.H.A.**

**Mobile ( 330) - 407-5431**

### **Administrative Management Skills**

- People oriented team builder, who uses participatory management to implement or expand skills in evaluation, planning, preparation and administration of an agency and departments in response to identified agency need and populations served.
- Negotiation/renegotiation of contracts with provider agencies and individuals.
- Development and/or expansion of the range of services of the agency based on the strategic plan or written contract.
- Upgrading of professional staff skills through staff development and participatory management activities.
- Development of agency wide Electronic Medical Records systems to meet agency needs.
- Development of Administrative and Operational Policy and Procedures which define responsibility and accountability.

### **Education**

#### **Master of Arts in Management/Major Healthcare Administration**

Central Michigan University, 1982

#### **Bachelor of Arts in Mental Health**

Union College, Cincinnati, Ohio

### **Employment History**



## Proposal for Rio Arriba County, New Mexico

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including supervision of personnel, budget and liaison services within the Wyoming institutions.

Achieved NCCHC accreditation at all (4) sites, recommendation for the sun-setting of the Settlement Agreement at the Wyoming State Penitentiary and improved staffing process to reduce agency use and enhance continuity of care. Provided contract services in Boise, Idaho and Carmel, Indiana regarding start-up of new contracts.

### **FEBRUARY 1995 TO MARCH 2004**

#### **Healthcare Administrator and Special Service Deputy - Corrections Medical Center**

Healthcare Administrator for the Corrections Medical Center; a 168 bed facility providing medical inpatient care for 112 acute care and 56 long-term patients; operated an outpatient clinic staffed with Ohio State University Resident Physicians providing (32) separate specialty clinics (5) days per week and a (23) bed inpatient unit for surgical treatment services at the Ohio State University Hospital; participated in the development of a Tele-Medicine Network which connected all (30) institutions with the Ohio State University Medical Center; supervised the expansion of a full service, CLIA certified Laboratory and an in house Pharmacy.

Responsible for planning, implementing and directing all functions necessary for centralized, quality healthcare program providing short and long term care to inmates from (28) separate institutions statewide. Coordinate all off-site and on-site healthcare negotiations: coordinate daily operations, personnel management, scheduling, budgeting, and analysis provided at CMC.

### **FEBRUARY 1993 TO FEBRUARY 1995**

#### **Program Administer/Senior Management Analyst II**

Employed by the Department of Corrections as Program Administrator for the Charlotte Correctional Institute's newly developed mental health program. This program provided 23 in-patient crisis stabilization beds; 24 residential treatment beds and outpatient services for 300 mental ill inmates. My work there of 11 months resulted in promotion to Central Office in Tallahassee, Florida, where I was employed as Senior Management Analyst II. A regulatory position, which required the development of Statewide Operational Policy and Procedures Manual, and a Utilization Review/Workload Database System for the Mental Health section of the Office of Health Services with other duties assigned.

### **ACCOMPLISHMENTS**

- Stabilized the provision of services of the Crisis Stabilization Unit at the Charlotte



## Proposal for Rio Arriba County, New Mexico

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- Hired additional clinical staff required to expand the range of services;
- Served on Governor Chile "Red Ribbon Committee for Sarasota County and hosted the kick-off celebration

### **NOVEMBER 1988 TO JULY 1989**

#### **Director of Crisis Unit and Vice President Out-Patient Services**

##### **Suncoast Mental Health Center, Inc.**

- Interim Director of Crisis Unit
- Hired to replace terminated Director of Crisis Unit
- Scheduled for de-funding by the Department of H.R.S.
- Worked with the Center Board of Directors, Chief Executive Officer and H.R.S. in closing the Crisis Unit at Sarasota Memorial and the Suncoast Mental Health Center with little interruption to clients and services.

### **ACCOMPLISHMENTS**

- Surveyed existing documentation and made recommendation(s) to Central Office staff, consulting psychiatrist and Suncoast Mental Health Center's Chief Executive Officer.
- Worked with Crisis Unit personnel for six weeks prior to closing in an attempt to justify continuance of the Crisis Unit Program.
- Coordinated the closure for the Crisis Unit when it was de-funded by H.R.S.
- Promoted by C.E.O. to Vice President of Outpatient Services until H.R.S. withdrew Center funding to contract with another agency for services

### **APRIL 1988 TO NOVEMBER 1988**

Moved to Florida, vacationed along west coast of Florida.

### **OCTOBER 1987 TO APRIL 1988**

#### **Chief Executive Officer**

##### **Preble County Mental Health Center, Inc.**

As Chief Executive Officer, hired to evaluate the existing program; implement new policies and procedures; and develop a quality mental health and substance abuse service program which





## Proposal for Rio Arriba County, New Mexico

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- Coordinated services in Southeastern Ohio and ultimately for an additional pilot area in Southwestern Ohio.
- Surveyed facilities for Community Medicaid Program eligibility.
- Reviewed and made recommendations for funding of hospitals, mental health centers and substance abuse programs to Deputy Directors and Director of Ohio Department of Mental Health.

**James Stephen Kirkpatrick, Ph.D.**

3 Twilight Drive  
Wheat Ridge, CO 80215

e-mail addresses:  
*stevekirkpatrick@cvaheart.com*  
*3twi@comcast.net*

**Phone: (303) 887-1667**

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Creative, innovative entrepreneur and senior leader. Reputation as cost-conscious problem-solver. Proven ability to lead change by developing new ideas into strategic and tactical plans, and managing talented people to get results. Executes with a sense of urgency. Excellent reputation for:

- Managing corporate training, talent development, OD, online learning, instructional design, curriculum development and higher education
- Developing staff, intervening with teams, executive coaching
- Project management, team building, budget development and control
- Closing sales, building client relationships, earning repeat business
- Applying evidence-based methods to business challenges
- Building and maintaining relationships throughout organizations

**CorrValues, LLC**

**2012 – present**

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Chief Learning Officer

One of there top managers in a company devoted to improving the quality and cost-effectiveness of health care and behavioral health care in corrections. Responsible for all aspects of client services in the areas of training, continuing education, e-learning, leadership transition and organizational development.

- Building and delivering a course in organizational development and leadership transition for the 28 newly elected Colorado county sheriffs.
- Managed a project to create e-learning on community law enforcement and common mental health problems for county sheriff department personnel.



## Proposal for Rio Arriba County, New Mexico

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- Responsible for all operational aspects from team selection, talent development, branding and marketing strategy to sales, product development and delivery.
- P&L accountability to Board of Directors for sales forecasts, budgets and financial results: revenue, expenses, EBITDA.
- Managed client relationships from initial sales stage through proposal, delivery and earning repeat business (from 97+% of clients).

### Merrill Lynch & Co.

1996 – 1997

#### Assistant VP & Training Manager

Managed 24-person training department in an operations center for global financial services firm.

- Responsible for internal client relations with managers of 1,250-employee operations center.
- Accountable for delivery of training ranging from new-hire technical and PC skills to interpersonal and managerial skills development.
- Developed, submitted and monitored \$2 million annual budget.
- Managed planning and obtained funding to equip new training center with critical audio-visual and multimedia systems resulting in significant productivity gains and vastly expanded range of available learning technologies.

### PREVIOUS PROFESSIONAL POSITIONS (Past 25 years)

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Creative Programming and Technology Ventures	1994 – 1996 <b>Vice President</b>
International Learning Systems	1992 – 1994 <b>Director of Special Projects, 1993 – 1994</b> <b>Senior Project Manager, 1992 – 1994</b>
SG Corporation	1991 – 1992 <b>Executive Vice President</b>
JP Morgan Chase (formerly Chemical Banking Corporation)	1987 – 1991 <b>Senior Business Consultant, Vice President</b>

### EDUCATION

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**Ph.D.**, The University of Arizona, Tucson, Counseling Psychology and Statistics

**M.Ed.**, The University of Arizona, Tucson, Counseling and Human Resources

**M.A.**, The University of Arizona, Tucson, Mathematics and Statistics



5. Inactive medical records will be maintained in accordance with the laws of the State of New Mexico and the American Medical Association. The Rio Arriba County Detention Center will be responsible for the computer imaging of inactive files. Any and all legal actions or requests affecting inmates and/or the medical contract provider must be provided, in writing, to the Detention Administrator within twenty four (24) hours.

#### SUPPLIES AND OFFICE EQUIPMENT

The contract provider should be prepared to provide whatever stock supplies are required to perform under the contract. Contractor will also supply at its expense, all other supplies required to carry out its performance. Said supplies will include, but not be limited to, forms, books, manuals, medical record folders and forms, pharmaceuticals, laboratory fees, needles and sharps, individual and group materials, gloves and coverings, disinfectants and cleaning supplies.

Rio Arriba County will supply or make available for official use, office equipment such as copiers, fax machines, calculators, telephones, computer connected to the in house inmate records system. Rio Arriba County will purchase medical equipment needed for startup operation at the new facility including but not limited to; hand instruments, exam tables, dental chairs and units, dental instruments, chairs, desks, autoclave, ultrasonic cleaner, oxygen concentrator, oxygen tanks, wheel chairs, crutches, IV pump, IV stand, medication cart, and refrigerators. The contract provider will work with Rio Arriba County on the equipment needs for startup including recommending of brand, size and type of equipment. All equipment purchased during the contract shall be approved for purchase by the Detention Administrator as to need.

All equipment purchased shall be the property of the County and shall remain on site at the termination of the contract. The contract provider shall maintain a detailed inventory on all equipment including hand dental and medical instruments. A method of inventory control for facility safety and security shall be developed by the contract provider and approved by the Detention Center Administrator. If an item of equipment, medical or dental instrument cannot be located with thirty (30) minutes of the discovered loss, the on duty detention center supervisor shall be immediately notified.

The County shall be responsible for maintenance and repair of all medical and office equipment supplied and owned by the County for use by the Contractor. Should such equipment become non-serviceable due to routine use, then the County will be responsible for its replacement.

#### SERVICES TO COUNTY EMPLOYEES

1. Health services shall be provided in the form of emergency care for staff, contractors, employees, and/or visitors to the Rio Arriba County Detention Center complex until local Emergency Response Team arrive on the scene and takes responsibility of patient care.
2. The Contractor shall provide management of the hepatitis B vaccination program for all designated Rio Arriba County Detention Centers employees.
3. The Contractor shall provide management of TB screens for all designated Rio Arriba County Detention Center employees to include initial employment screens and annual testing.

#### EVALUATION PROCESS

The County will evaluate all submittals. Respondents may be invited to attend an interview, at the respondent own expense. The County reserves the right to negotiate the final fee schedule prior to recommending any respondent a contract.

Respondents are advised that the County reserves the right to evaluate the proposals without input from the respondents. Therefore, proposals should be complete as initially submitted. However, if you are selected for an interview, you will be expected to present not only your proposal, rate plans, but also your approach to conversion.

County staff shall make a recommendation to County's Commissioners of the selection of the most qualified respondent to enter into contract negotiations with the County. The selected respondent shall enter into negotiations with the County for the services to be performed.

The County when services and fees are agreed upon, the selected respondent shall offer a contract subject to County approval.

Should negotiations be unsuccessful, the County shall enter into negotiations with the next, highest ranked respondent until an agreement for services and fees are reached. This process shall continue until an agreement is reached.

This RFP does not commit the County to pay for any direct and/or indirect costs incurred in the preparation and presentation of a response. All finalist(s) shall pay their own costs incurred in preparing for, traveling to and attending the interviews.

#### SIGNATURE OF ACCEPTANCE

By the signature hereon affixed, the Respondent hereby certifies that neither the Respondent nor the entity represented by the Respondent, or anyone acting for such entity has violated the antitrust laws of the State of New Mexico.



The undersigned also does hereby declare that they have read the specifications for Inmate Medical Services for Rio Arriba County and with full knowledge of the requirements does hereby agree to furnish the services in full accordance with the specifications and requirements.

The below signature also indicates the following:

- Person or person's interest in this RFP as principals are those named herein.
- I (we) have carefully examined the advertisement and contents within the proposal.
- The Respondent is acknowledging the Conflict of Interest Clause and agrees to follow necessary requirements.
- The Respondent confirms that they have read this entire RFP document and agrees to the terms stated herein.
- In the event that the RFP is awarded to more than one supplier, the Respondent signing this RFP agrees that the prices submitted within this RFP will not be changed.
- Addenda \_\_\_\_\_ through \_\_\_\_\_ have been taken into account as part of this proposal.

The undersigned, by their signature, represents that they are authorized to bind the Respondent to fully comply with the terms and conditions of the attached RFP specifications, and special provisions stated herein for the amount(s) shown on the accompanying RFP form.

Full Legal Name of Company: CorrValues, LLC

Address: 4414 Martindale


City, State, Zip: Cascade, CO 80809

Phone Number: (719) 659-0486

Account Representative & Their Phone Number: Dr. David Stephens (719) 659-0486

Email Address: davidstephens@cvatheart.com

Tax Identification Number: 46-0800962

Signature of Authorized Agent: 

Printed Name of Authorized Agent:

Title: President

Date: November 20, 2015